

TRANSPORT FOR LONDON

SAFETY HEALTH AND ENVIRONMENT ASSURANCE COMMITTEE

SUBJECT: SAFETY PRIORITIES AND PLANS FOR 2010/11

DATE: 14 SEPTEMBER 2009

1 PURPOSE AND DECISION REQUIRED

- 1.1 To provide the Committee with an outline of the safety priorities and plans for 2010/11. The Committee is asked to NOTE the contents of the report.

2 BACKGROUND

- 2.1 The paper summarises the modal safety priorities and plans for 2010/11. Occupational Health priorities and plans for 2010/11 are in preparation and will be addressed more fully in a report to the 17 November meeting of the Committee.

3 LONDON UNDERGROUND SAFETY PLANS AND PRIORITIES

- 3.1 The operation, maintenance and improvement of the London Underground network present a variety of hazards to customers and staff – each of which require suitable controls to ensure that risks are as low as is reasonably practicable. The efforts made to control risk on the network ensure that it is one of the safest forms of travel for customers and a safe workplace for staff. In addition to operational safety considerations, continued attention to security of the London Underground network is vital on an open system that has already been subjected to terrorist attack.
- 3.2 One of London Underground's strategic business objectives is thus 'to provide safe and secure services for customers and a safe and secure environment for all those who work on the Underground. To ensure this objective continues to be met, London Underground's Safety Improvement Plan (SIP) has three, risk-based priorities:
- a) Reducing significant residual safety risks as low as reasonably practicable focused on:
 - i) continued track replacement and maintenance improvements to reduce derailment risks
 - ii) continuing to tackle workplace violence against staff and staff accidents
 - iii) further improvements to risk assessments, controls and precursor measurement methodologies.

- b) Ensuring security arrangements are strengthened as far as reasonable practicable through delivery of London Underground's resilience programme;
- c) Continuing to enhance the competence of managers and staff by:
 - i) introducing a management system for operational managers based on best practice from the retail sector and London Underground's successful introduction of the new Rule Book in 2007/8;
 - ii) completing implementation of a risk based competence management system for all London Underground's (c. 11,000) operational safety critical staff; and
 - iii) completing implementation of improvements to London Underground's safety critical communication arrangements.

3.3 Each of these three priorities has a comprehensive programme of improvement actions and milestones with named managers accountable for their achievement. Progress is tracked on the London Underground Safety Action Tracking System (LUSATS) which, together with London Underground's comprehensive set of precursor and outcome measures, ensures that the desired improvements are being achieved or, where this is not the case, that adjustments are made to the relevant programmes.

4 SURFACE TRANSPORT SAFETY PRIORITIES AND PLANS

4.1 Surface Transport pays close attention to safeguarding the safety of every aspect of its activities, from office staff, to design and construction of transport infrastructure, to the end users of this infrastructure and those who live and work in the vicinity of such infrastructure. Surface Transport is committed to continue and improve further the safety of travel in all forms within and around London.

4.2 Surface Transport plans, co-ordinates and manages safety throughout all of its activities and to fulfil this duty addresses safety under four roles as:

- a) A highway and traffic authority for the Transport for London Road Network (TLRN);
- b) A provider of public transport in various forms;
- c) Lead agency for implementing the Mayor's London Road Safety Plan, which has targets for casualty reduction on all roads in London; and
- d) An employer of staff and a user of contractors and consultants.

4.3 Surface Transport recognises the challenges presented by the diverse modes and directorates within the organisation. Where applicable, the following cross-modal priorities have been identified:

- a) Road casualty reduction;
- b) Safety of highways and the TLRN (including tunnels);
- c) Health and safety of staff, contractors and consultants; and
- d) Safety and security of the public transport network and its users.

4.4 The priorities are backed by strategic plans as in the case of the Community Safety Plan and the London Road Safety Plan. These plans translate into comprehensive programmes of work.

4.5 In order to meet the priorities identified in 4.3, Surface Transport will focus on the areas outlined below.

Priority 1: Road casualty reduction

4.6 Surface Transport is responsible for meeting the 2010 road casualty reduction targets, including efforts to reduce bus related fatalities. Principally, initiatives to be undertaken as part of the London Road Safety Plan include:

- a) Work to reduce collisions involving cyclists, including fatal collisions between cyclists and HGV; and making cycle hire and cycle superhighway projects as safe as possible;
- b) Work to reduce speed related accidents by introducing speed management projects and 20mph zones, etc.;
- c) Work to reduce the number of Powered 2 Wheeler rider casualties;
- d) Delivery of information about child road safety to children from pre-school age to teenagers;
- e) Improvement to traffic signal technology, including 'Countdown' for pedestrians; and
- f) The undertaking of public information activities to address cyclist safety, teenager road safety, drug driving, powered two wheelers, young drivers, anti social behaviour, suspicious activities and safer travel at night.

Priority 2: Safety of highways and the TLRN (including tunnels)

4.7 TfL is the Highway Authority for 13 tunnels on the TLRN. Tunnels present a particular challenge in assuring safe traffic operations and resilience of infrastructure because of the risks associated with the inevitably restricted space.

4.8 Principal areas of focus in providing safer highways and the TLRN in the coming years will include;

- a) The review of design of TLRN junctions and links design to ensure they provide maximum safety for all road users.
- b) The development of highway design standards appropriate for the TLRN.
- c) Continued work to fulfil the role of the Tunnel Safety Officer as outlined in the Road Tunnel Safety Regulations 2007

- d) Continued work to ensure that there is a single framework for the management of construction design and maintenance work undertaken and/or commissioned by Surface Transport Directorates.

Priority 3: Health and safety of staff and contractors

4.9 Efforts aimed at reducing risks to staff and contractors to as low as reasonably practicable will be focused on:

- a) The continued delivery of the objectives of the Workplace Violence Unit;
- b) Continued delivery of personal safety training to operational staff especially those with customer facing roles;
- c) The organisation and delivery of health fairs for operational staff;
- d) Work to ensure arrangements for setting and reviewing modal health and safety objectives for modes/directorates managing significant risks are centrally monitored; and
- e) Coordinating the review, development and implementation of modal Health Safety and Environment Management Systems (HSEMSs).

Priority 4: Safety and security of the public transport network and its users

4.10 In order to ensure the safety and security of transport users and other road users, efforts will be focused on;

- a) Continued collaborative work with the Metropolitan Police Service, British Transport Police and City Of London Police to deliver the priorities of the Community Safety Plan which has the following strategic aims:
 - i) Improve the perception of safety and security on the transport system;
 - ii) Reduce anti social behaviour on the transport system;
 - iii) Reduce crime on the transport system by focusing on priority crime; and
 - iv) Reduce the number of people killed or seriously injured in collisions on London's roads resulting from criminal or anti social behaviour.
- b) Coordinating and undertaking health and safety audits of all bus operators to ensure compliance with contractual requirements in relation to health, safety and environment.
- c) Coordinating and undertaking audits of bus stations, Woolwich Ferry, London River Service and Victoria Coach Station.

5 LONDON RAIL SAFETY PRIORITIES AND PLANS

Safety priorities

5.1 London Rail has identified the following three priority areas:

- a) Croydon Tramlink will concentrate of the maintenance and development of the Croydon system after years of underdevelopment;
- b) Docklands Light Railway (DLR) has two significant issues, the project to introduce a three car formation to accommodate increasing passenger numbers and the Stratford International Extension project; and
- c) London Overground will focus on three areas, the issues associated with their new role of Network Operator and Infrastructure Manager on the East London Line, the introduction of the new rolling stock, and the development of the East London Line Phase 2 extension project.

5.2 Having taken over Tramtrack Croydon Ltd just over a year ago, the management team had to be established to manage the operations of the system and the Infrastructure Manager responsibilities. The future challenges are directed to the maintenance and development of a system which over recent years has suffered.

5.3 The introduction on DLR of the three car formation involves significant construction work, including platform extensions and new track junctions. These interface heavily with the operational railway, with works carried out both in engineering hours and also during the traffic day. Carrying out the works safely involves detailed planning, segregation of works from the public and railway operations, briefing and training of contractors and regular interface meetings of all parties.

5.4 The DLR Stratford International Extension involves extensive construction activity. As the project approaches its latter stages the challenges to complete the works on time are being underpinned by dedicated safety resources.

5.5 The construction works that forms the core route of the East London Line Extension is nearing completion and the arrangements for the management of London Overground Rail Operations are clearly established. The future challenges lie with the introduction of the new services, the complexities associated with the role of Network Operator and Infrastructure Manager on the East London Line, and the development of Phase 2 works to extend the East London Line to Clapham Junction.

Safety Improvement Plans

5.6 London Rail recognises the importance of ensuring the safety and security of its customers and staff at all times and seeks continuously to improve its performance. Last year saw significant changes to the London Rail networks and the coming years will see more change. London Rail is giving priority to ensuring that health and safety are managed effectively through and after these changes.

5.7 All businesses with London Rail have safety improvement plans in place. The plans have all been designed to run for a calendar year - this helps to facilitate the reporting requirement of the Railways and Other Guided Transport Systems (Safety) Regulations 2006.

5.8 The improvement plans are all designed to mitigate the significant risks within the organization – primarily those associated with the forthcoming changes outlined in section 5.1.

5.9 Key safety objectives for London Overground are:

- a) The implementation of a Safety Management System to address the responsibilities of Infrastructure Manager,
- b) Ensuring that the processes and procedures which are in place during the main construction phase of the East London Line Project are carried through to the Phase 2 works, ensuring that the level of safety and environmental performance is further improved,
- c) Ensuring that the London Rail Concessionaire – London Overground Rail Operations Limited (LOROL) is delivering a safe and efficient rail service; and
- d) Ensuring through a phased process of trial operations, including table top exercises and ‘live’ exercises, that the new East London Line is ready to open in 2010.

5.10 Key safety objectives for DLR are:

- a) Ensuring that all projects on DLR, including the three car upgrade, are completed safely and that the safety benefits of reduced congestion and overcrowding are realised,
- b) To develop, as Infrastructure Manager, the Health, Safety and Environment Management strategy, so that that all of the DLR family of companies fully contribute to its delivery; and,
- c) The DLR plan is supplemented by a capability enhancement programme. The programme identifies a number of prioritized issues not included in the plan such the development of the 2010 Consolidated Annual Audit and Review Programme.

5.11 Key safety objectives for Trams are:

- a) The embedding of the new safety and asset management systems,
- b) The enhancement of key parts of the infrastructure such as certain sets of points and track; and,
- c) The introduction of a new maintenance delivery mechanism which is planned for 2010.

6 CROSSRAIL SAFETY PRIORITIES AND PLANS

6.1 All business risks when identified are classified using the Crossrail Risk Management Strategy as either strategic / programme / project or worksite

risks. The necessary risk mitigation is identified along with a responsible manager who provides period updates on progress against the mitigation plan. Simple and effective risk reporting structures ensure risk reviews are undertaken at the appropriate level of the organisation.

6.2 Crossrail continues to set up systems and plans based on this year's Annual Health and Safety Improvement Plan. The phased Zero Accident plan will provide a programme of work by January 2010 which will form the basis of the 2010/11 annual plan. The key themes include:

a) Steps to Zero Accidents

Crossrail is engaging the services of Industry experts to help develop a Behavioural Safety Improvement Programme to cover employees and contractors; this will build upon the Health and Safety Training Plan which ensures the appropriate level of employee Health and Safety competence in the whole team. This plan is based on the TfL HSE competency model. This, along with the Crossrail Health and Safety Leadership Programme, will provide the catalyst for driving the Zero Accident culture throughout the programme.

b) Communications

Crossrail is developing systems to communicate promptly with Contractors and Stakeholders on all matters appertaining to Health and Safety ranging from regular forums, newsletters and Safety alert systems. Following on from the good work at the Olympic Park, Crossrail have produced an external facing standard for all HSE aspects 'Contractors and Stakeholders'. This is being consulted on and will be completed over the next few months.

c) Occupational Health

Based on excellent work at Terminal 5 and the Olympic Park, Crossrail have agreed an Occupational Health strategy which will ensure occupational health is considered throughout the design of the project and provide occupational health and hygiene services to contractors. Crossrail has engaged professional help to provide health related advice into design work packages. Initially, they will be working with framework Designers on Tottenham Court Road (TCR) Station, the tunnel drive from TCR to Farringdon, Royal Oak Portal and the Tunnel Academy. The setting of the right levels of Occupational Health visibility during the design stages on Terminal 5 and the Olympic Park highlighted significant benefits to their projects, which Crossrail plans to capitalise upon.

7 CORPORATE DIRECTORATES' SAFETY PRIORITIES AND PLANS

7.1 The Corporate Directorates will continue to improve the health, safety and welfare of its staff, to optimise attendance at work and minimise lost time injuries.

- 7.2 The three principal occupational safety and health issues for the Corporate Directorates are derived from the 2008/09 HSE Assurance Letter and the follow through of the 2009/10 safety and health delivery plan and are:
- a) Addressing occupational health and safety issues arising from the organisational change process and the continued implementation of Group Property and Facilities accommodation strategy.
 - b) Continuing to implement the requirements flowing from the development of the Group HSE Competency Framework with regard to training, the development of job descriptions and recruitment.
 - c) Delivering HSE support to the Prestige (Procurement of Revenue Services, Ticketing Information, Gates and Equipment) PFI as the project expands into mainline rail and the existing Ticketing Services contract moves to the new Future Ticketing Arrangement in August 2010.

7.3 In addition to the occupational health and safety duties as an employer, the Corporate Directorates, through Group HSE, provide Group wide support to HSE processes. The key areas to be addressed in 2010/11 are:

- a) Implementing changes that will arise from the comprehensive review of the Group HSE Management System taking place in 2009/10.
- b) Ensuring Group wide utilisation of the Group HSE Competency Framework to identify competency gaps and the addressing of them.

8 RECOMMENDATION

8.1 The Committee is asked to NOTE the contents of the report.

9 CONTACT

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